

Telling our Sustainability Story

APTA Sustainability Workshop 2018

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Dallas Area Rapid Transit



Agenda

- Sustainability at DART
- Sustainability “Then”
- Headlines
- Sustainability “Now”
- What’s Ahead

Sustainability at DART

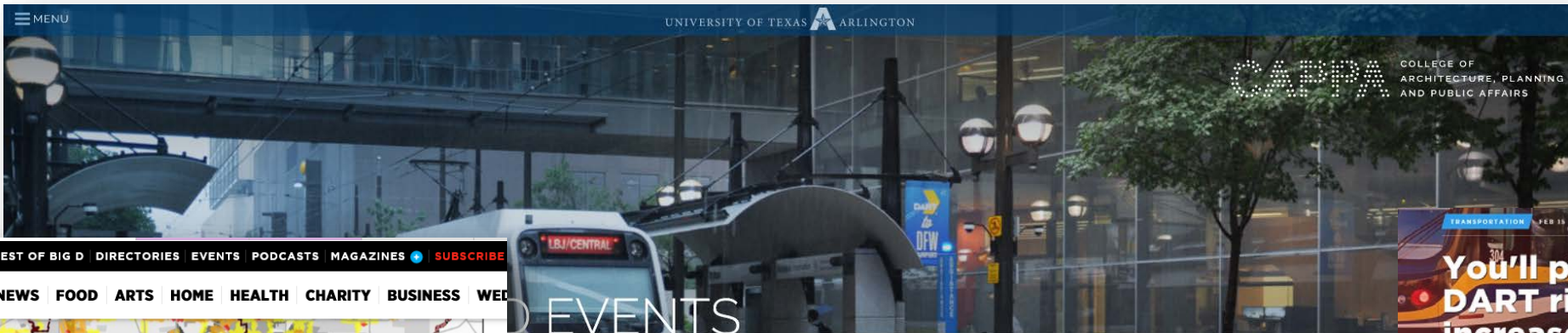
- DART has a long standing experience of sustainable planning, project development, operations and maintenance practices
 - practices evolved with industry technologies and practices.
- Industry leader, particularly in the area of fuel technologies, facility waste reduction, vehicle “right sizing” in service planning, office technologies, and State of Good Repair
- DART Board identified Sustainability as a Strategic Priority in 2011
- DART became a signatory to APTA’s Sustainability Program in December 2011
- Sustainability Framework Plan and submittal to APTA in 2012 led to Bronze-level recognition

Sustainability Approach “Then”

- 2012 Sustainability Plan was broad but initial focus was on environmental metrics
 - Other elements were not well defined at that point
- Although DART sustainability practices continued, staff changes and changing agency priorities made maintaining plan momentum difficult
 - Who tracks the metrics?
 - Who develops the other elements and metrics?
 - Who writes the stories?
 - Who communicates the plan and the progress?

Headlines

- In 2017, there were a lot of headlines...



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NEWS FOOD ARTS HOME HEALTH CHARITY BUSINESS WED

The yellow areas show parts of Dallas that have less than two trips-per-hour on the DART's network. Grey areas equal no trips, illustrating how DART fails to provide transit to large swaths of the city.

GOOD PUBLIC TRANSIT

Bombshell Report Reveals DART's System-Wide Inadequacy

UTA's Institute of Urban Studies' comprehensive look at DART's transit system reveals its role in perpetuating poverty and income inequality.

BY PETER SIMEK | PUBLISHED IN FRONTBURNER | OCTOBER 23, 2017 | 9:41 AM

At this afternoon's meeting of the Dallas City Council's Mobility Solutions, Infrastructure & Sustainability committee, researchers from the University of Texas at Arlington's Institute of Urban Studies will brief the members on a new and groundbreaking study that, for the first time, comprehensively reveals the failures of Dallas Area Rapid Transit to provide adequate public transit to its member cities. The analysis exposes a failure that is contributing



UTA study points to inefficiencies in Dallas mass transit

November 1, 2017

Lack of access to good-paying jobs is one of the primary products of a largely inefficient Dallas transit system, according to a city of Dallas-commissioned study conducted by Shima Hamidi, director of The University of Texas at Arlington's Institute of Urban Studies, and her research team.

The study, which was presented to Dallas officials Monday, investigated how economic disparity and transportation are intertwined in Dallas.

This study found that more than 65 percent of residents living in the transit-dependent core of Dallas have access to less than 4 percent of regional jobs within a 45-minute transit and walking commute time. The study also showed more than 65 percent of residents in the transit-dependent core have to spend at least 1.5 hours commuting per day by transit to gain access to less than 4 percent of jobs if they want to or have to take transit.



TRANSPORTATION FEB 18

You'll pay 20% more for DART rides after first fare increase since 2012

Dana Branham, Breaking news reporter

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Updated at 11 a.m. Thursday with a breakdown of the fare increase vote by board member.

It'll cost more to catch a ride on DART come August, after the agency's board passed a 20 percent hike for most fares — the agency's first increase in six years.

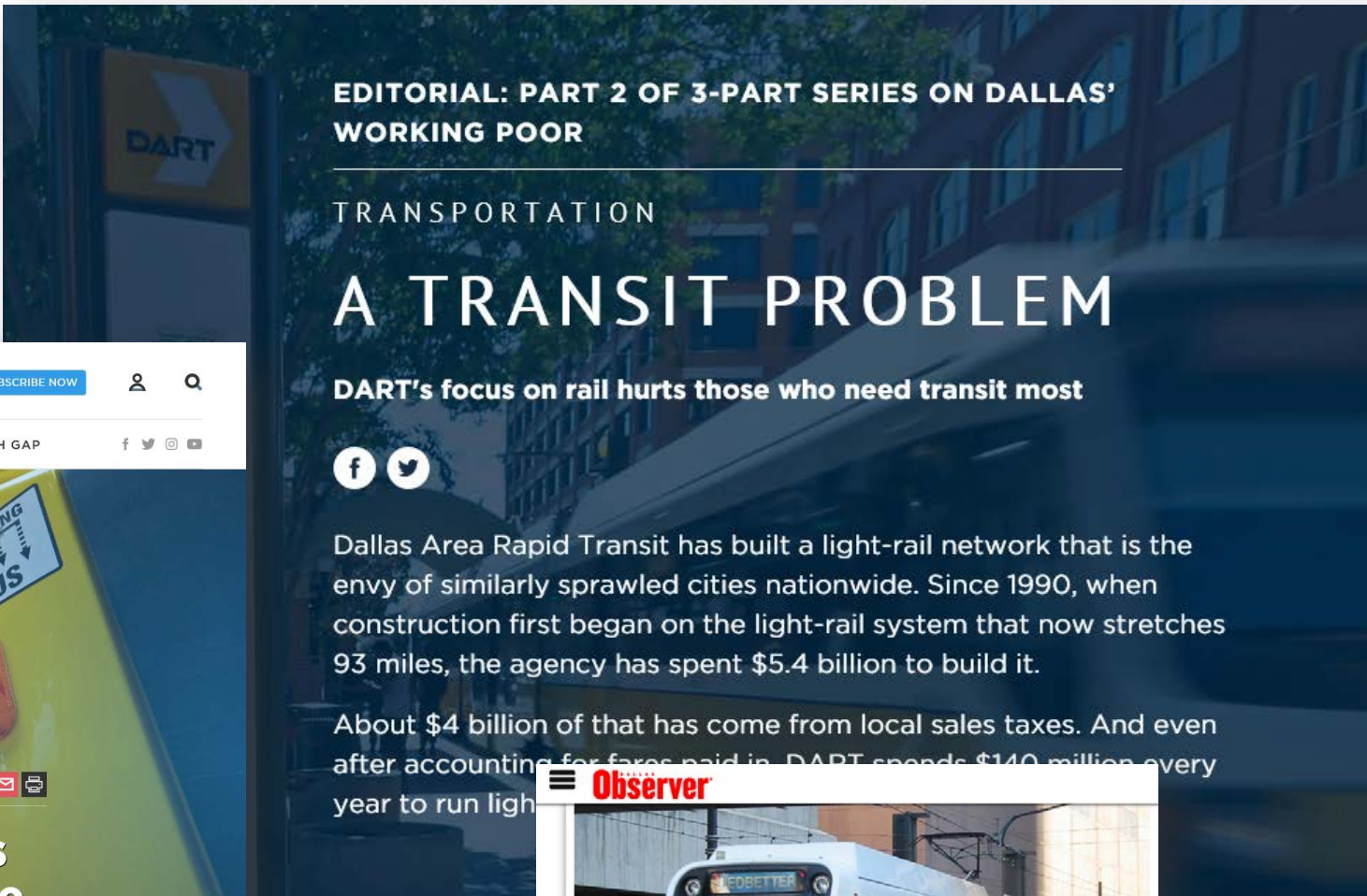
Members of the Dallas Area Rapid Transit board voted for the increase by a narrow margin, 8-7, at a meeting Tuesday night.

Some attendees, several wearing "FAIR FARES" T-shirts, said they

GOOD PUBLIC TRANSIT

Dallas' Poverty Problem Explained in a Single Map

Dallas won't be able to address income inequality until it tackles transit inequality.



EDITORIAL: PART 2 OF 3-PART SERIES ON DALLAS' WORKING POOR

TRANSPORTATION

A TRANSIT PROBLEM

DART's focus on rail hurts those who need transit most

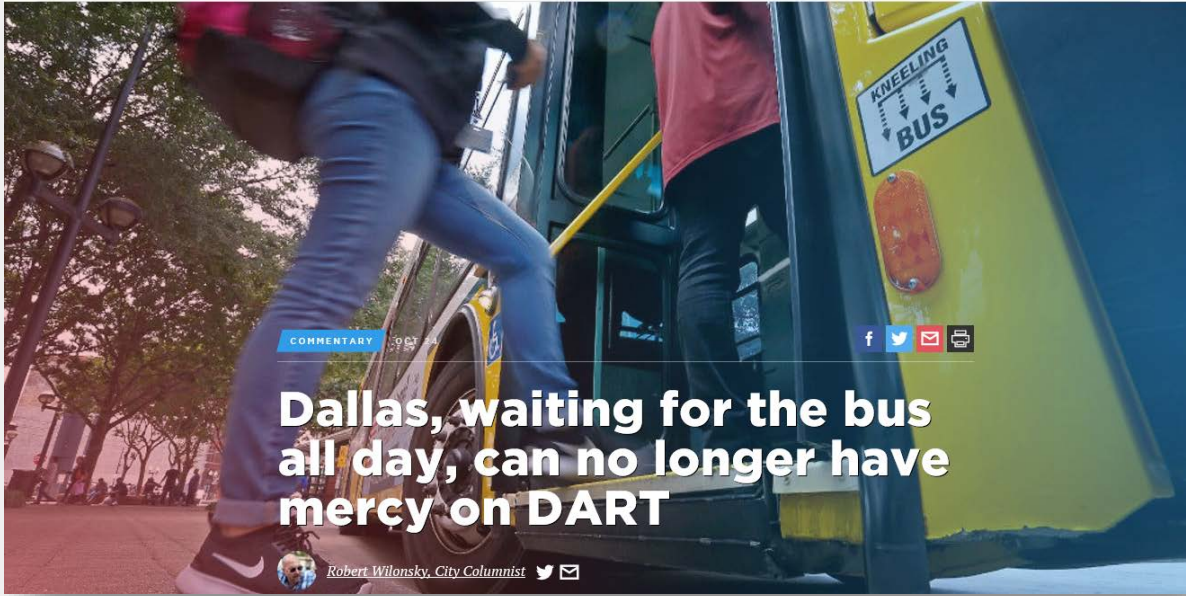



Dallas Area Rapid Transit has built a light-rail network that is the envy of similarly sprawled cities nationwide. Since 1990, when construction first began on the light-rail system that now stretches 93 miles, the agency has spent \$5.4 billion to build it.

About \$4 billion of that has come from local sales taxes. And even after accounting for fares paid in, DART spends \$140 million every year to run light rail.




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COMMENTARY 59


Dallas, waiting for the bus all day, can no longer have mercy on DART


[Robert Wilonsky, City Columnist](#)





How much is DART rail worth? RadicalBender via English Wikipedia

DART Has Spent \$5 Billion on Light Rail. Is It Worth It?

EDITORIALS AUG 3

f t e p

DART train beating raises questions about the safety of the system

Dallas Morning News Editorial

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f t e p

DART SECURITY

- WEST END STATION
- CBD WEST TRANSFER CENTER
- ROSA PARKS PLAZA
- 29 SECURITY GUARDS ON VARIOUS PLATFORMS

6:35 69° NBC 5

THEIR EMPLOYER FACES CLOSURE. FIREFIGHTERS ARE TRYING TO EXTINGUISH.

Updated at 1:50 p.m. Aug. 4 to reflect arrest of suspect.

On Sunday night, Kennan Jones politely asked a group of young passengers on a DART train to wait until they were off the train to smoke marijuana. For his efforts, the group of young individuals beat Jones on the train and then beat him again on the platform,



TRANSPORTATION

DART Might Destroy Downtown Dallas

For many years, the city's public transit system has hurt the urban core by serving the suburbs. Now it has come to build a second rail line through downtown. Will we let it choke the life out of the city?

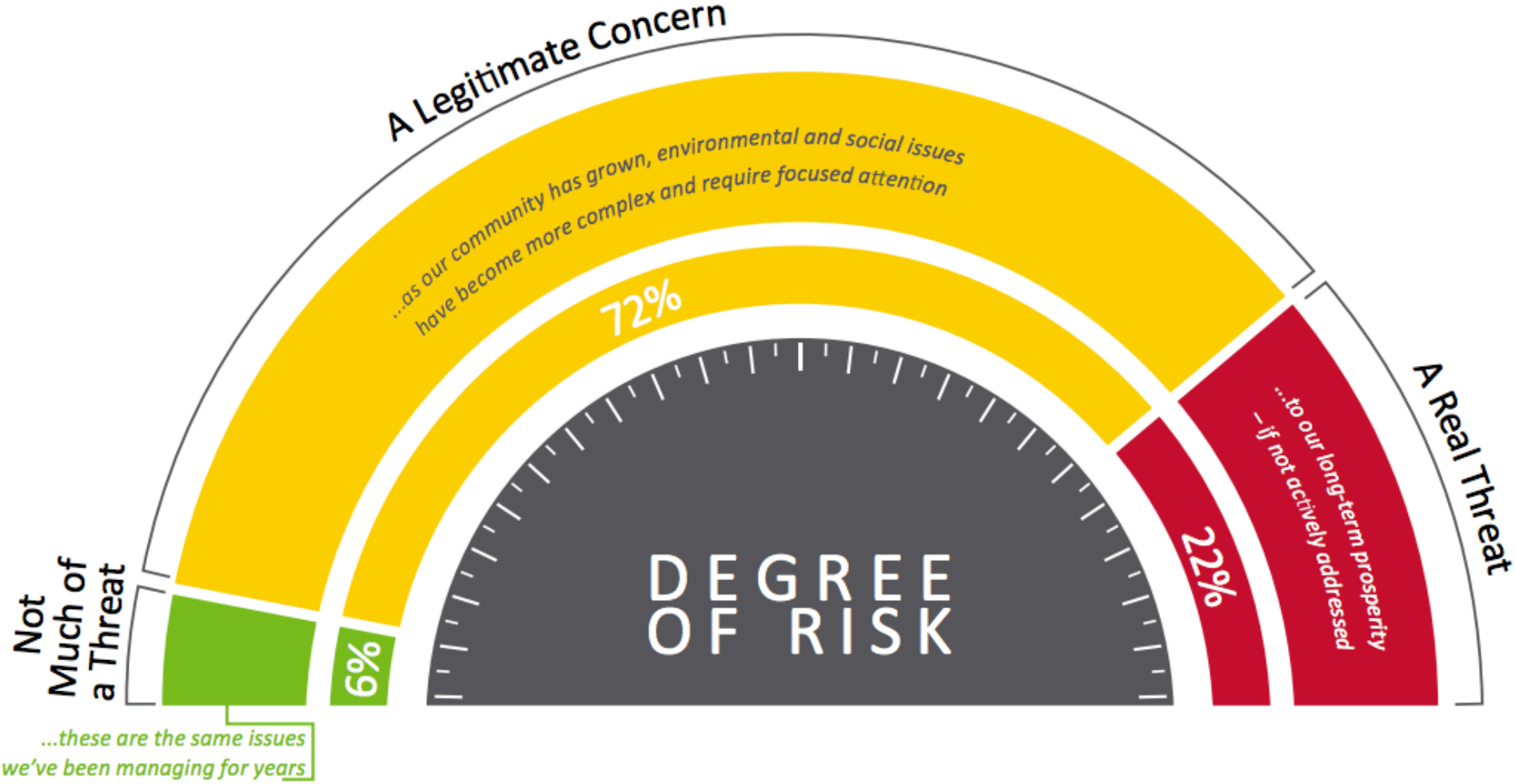
Headlines

- Often negative stories and headlines
 - Create perceptions
 - Affects ridership – current and future
 - Affects morale
- Good stories don't always make the news
 - Beneficial programs
 - New and innovative ideas
 - Value to community

The Opportunity

- **Refresh our sustainability approach to tell our story, our way**
- Management survey and department interviews to start process

3. What degree of risk do you believe environmental and social issues pose to the DART communities?



4. Prioritize the following social, economic and environmental areas you think DART has the greatest opportunities to impact.

- Better Materials Management
- Economic
- Improve Air Quality
- Improve Water Quality
- Promote Smart Growth & Development
- Reduce Non-renewable Energy Use
- Social



6. In your own words, describe how sustainability concepts and goals fit within the core mission/ purpose of DART.

As a key stakeholder in the DFW Area, DART is closely watched upon and can be influential. Any goal towards sustainability will be observed closely and has high potential **influencing our riders** across 13 service areas.

Avoid the waste of natural resources to create a better environment.

DART vision and mission is all about sustainability in the community. However, we do not do enough for **sustainability in our daily operation**.

Stimulating community growth within our service area by promoting and planning a **sustainable business model** corridor, while providing access to public services, employment and healthcare.

As provider of transportation, DART should care about **water, air quality and the people** who ride it's system. Without quality air, water and people, DART does not exist... for long.

People are only interested in sustainability if they are educated about it, and if its overall importance is effectively communicated. Sustainability at DART helps with maintaining or **improving our quality of life** as human beings.

Sustainability concepts and goals align with DART's purpose and mission to provide a **safe and efficient transportation system** to all persons living or working within the member cities.

To provide a **safe, secure and reliable** service.

DART should be the **leader in the community** on sustainability concept and goals. This will bring others on board to support these goals and look more favorably on the entire DART mission.

Longevity of DART resources will pave the road for the longevity of the agency.

Interview Themes

- Communications and improved storytelling
- Overcoming perceptions
- Technology as a change agent

Sustainability Approach “Now”

- Equal emphasis on all three pillars
 - Community
 - Agency
 - Planet
- Inter-Departmental collaboration was (and will continue to be) key
- Two workshops led to refinement of:
 - Focus Areas and Goal Statements
 - Targets and Metrics
 - Stories

Focus Areas to Frame our Story

- What focus areas are most important to us, our customers and our stakeholders?






Workshop #1

Goals, Targets, Metrics

Pillar #1: Our Customers & Community

The following table provide examples of programs, policies, goals or activities, data sources, and metrics that support each of the identified sustainability pillars. This is a high-level summary for the purpose of providing a quick reference for this workshop. The opportunities for tracking, documenting, or reporting for the DART Sustainability Plan is not limited to the items below.

1) Focus Area	2) What <u>key words</u> come to mind to support a vision for this focus area?	Examples of Programs, Policies, Goals, or Activities	3) Example Data Sources & Metrics	4) Goal Ambition Level		
				Low (✓)	Medium (✓)	High (✓)
Diversity & Inclusion 	Inclusion Access	<ul style="list-style-type: none"> Commitment to working with disadvantaged, minority, and women-owned businesses Enhance the region's economic and cultural development to provide the public with enhanced benefits Assist riders with disabilities Accessible Services Policy (board policy) Mobility Management programs and policy 	MWDBE contracts awarded, procurement summary reports Sybil Business Academy curriculum participation Paratransit/Mobility Management data Mobility administration services - travel training Ride time (Paratransit) OTP % of trips scheduled in real time Mobility Management Services data			<input checked="" type="checkbox"/>
Ridership & Access 	Service Quality Frequency Comfort Reach Reliability	<ul style="list-style-type: none"> Mobility Management Services (paratransit, certification and assessment, travel ambassadors) Lower the cost and expand the reach of public transportation with enhanced first and/or last mile services Attraction of new transit riders from market segments which have historically not used transit Implement new comprehensive payment system Enhance passenger amenities (stops, shelters, Wi-Fi, information, etc.) Pursue agreements with out of service area communities to expand transit Improve quality of transit service through more frequent service, more reliable service 	Mobility on Demand pilot program results (GoLink) GoPass 2.0 data First & last mile service connections Ridership data, route travel speeds, on-time performance data Payment system implementation/data Corporate and higher education pass sales data Coverage data Service standards compliance			<input checked="" type="checkbox"/>
Equity 	Inclusion Universality Affordability	<ul style="list-style-type: none"> Work toward providing fair and equitable level of service for service area residents Increase ridership and access to transit across service area Match service level availability to housing and employment needs for proposed service changes Increase accessibility to jobs via transit connections Implement Comprehensive Operations Analysis recommendations Fare policy changes to benefit low-income, seniors, etc. (board policy) 	Demographics data from On Board Survey Fare affordability (fare changes, etc.) Transit coverage; percentage of population with access to transit routes Percentage of population within walking distance to transit Jobs accessible by high frequency transit Title VI measures			<input checked="" type="checkbox"/>

Sustainability Framework



OUR COMMUNITY	OUR AGENCY	OUR PLANET
DIVERSITY & INCLUSION Create opportunities for the diverse business community in our service area by providing education, outreach, and awarding contracts. 	DIVERSITY & INCLUSION Create an inclusive culture that welcomes the diverse qualities of all employees, and support efforts to attract and retain an innovative and skilled workforce. 	PLANNING & DESIGN Minimize DART's impacts to the natural environment and maximize benefits to the community through context-sensitive planning and design that incorporates responsive mitigation . 
RIDERSHIP & SERVICE Grow ridership by improving rider experience through reliable, inclusive, universally accessible, comfortable, and convenient transit services. 	EMPLOYEE ENGAGEMENT Engage our people in collaborative programs to encourage professional development , recognize talent , and promote employee health and financial wellness. 	SUSTAINABLE PROCUREMENT Collaborate with suppliers and professional service providers to identify and implement sustainable best practices and innovative solutions that create incentives for social, economic and environmental benefits. 
EQUITY & ACCESS Provide fair and affordable service for all service area residents, with a focus on improved mobility and job access opportunities for transit-dependent communities. 	FINANCIAL STRENGTH Be good stewards of public funds through responsible financial planning and investing in services, programs, and projects that deliver sustainable value to the community. 	ENERGY & AIR QUALITY Improve fuel and energy use efficiency while transitioning to cleaner fuels and renewable energy sources. 
LIVABLE COMMUNITIES Be a regional catalyst for vibrant places to live, work and play. Collaborate with communities to create walkable , transit-oriented developments around transit investments. 	OCCUPATIONAL SAFETY Promote a " safety-first " culture where all employees proactively collaborate to prevent accidents and injuries throughout the agency. 	WATER Improve water use efficiency through conservation, reuse, and best practices. 
COMMUNITY ENGAGEMENT Be an active member of the community , creating connections that bring people together in the communities we serve. 	OPERATIONAL RESILIENCY Collaborate on plans and improvements that lead to more secure , reliable , and resilient systems, operations, and vehicles that benefit both agency and customers. 	WASTE Minimize waste through durable design, preventive maintenance, material recovery, and business practices. 
SAFETY & SECURITY Improve customers' sense of safety and security at facilities and on vehicles through improved awareness, enhanced design features, and increased visibility. 		

OUR COMMUNITY



FOCUS AREA	GOAL STATEMENT	TARGET	METRIC	LEAD DEPT.
DIVERSITY & INCLUSION	Create opportunities for the diverse business community in our service area by providing education, outreach, and awarding contracts.	Create more opportunities for diverse business owners to work with DART by increasing the <i>number</i> of contracts awarded to D/M/WBE firms.	Number of D/M/WBE contracts awarded as percentage of all contracts awarded	DEO
		Create more opportunities for diverse business owners to work with DART by increasing the <i>value</i> of contracts awarded to D/M/WBE firms.	Dollar value of D/M/WBE contracts awarded as percentage of all contracts awarded	Procurement
RIDERSHIP & SERVICE	Grow ridership by improving rider experience through reliable, inclusive, universally accessible, comfortable, and convenient transit services.	Continuously improve DART's services to grow ridership , reducing traffic congestion throughout our service area by getting more cars off the road.	<ul style="list-style-type: none"> Ridership per revenue hour by mode Ridership by mode Ridership growth (%) vs. population growth (%) 	Service Planning, Mobility Management
		Improve reliability to help all riders get where they need to go on time.	On-Time Performance by Mode (Bus, LRT, TRE, paratransit) <ul style="list-style-type: none"> Bus = 90% or better Paratransit = 92% or better Rail = 95% or better 	Service Planning, Mobility Management
		Improve rider experience by providing more flexible, nimble and reliable transportation options for all riders, including people who use mobility devices.	Customer satisfaction = net promoter score	Marketing/ Communications
EQUITY & ACCESS	Provide fair and affordable service for all service area residents, with a focus on improved mobility and job access opportunities for transit-dependent communities.	Provide fair and equitable service to underserved communities to improve mobility and quality of life for riders in these areas.	Service equity analyses for Title VI and how it matches up from one community to next	Service Planning
		Keep DART fares affordable for everyone, including low-income families, keeping transportation costs at or less than industry standard.	No more than 15 percent of \$35,000 low-income for family of four	DEO
		Improve mobility to increase the number of jobs accessible by high frequency transit, creating opportunities for our riders.	Jobs accessible system-wide and by high frequency transit (1/2 mile bus and LRT, 15 minute peak and 20 minute off-peak)	Service Planning
LIVABLE COMMUNITIES	Be a regional catalyst for vibrant places to live, work and play. Collaborate with communities to create walkable , transit-oriented developments around transit investments.	Be a regional catalyst for creating vibrant communities by raising awareness about the economic benefits of development around DART stations.	Economic impacts of projects: <ul style="list-style-type: none"> Total value <i>direct</i> (DART expenditure) and <i>indirect</i> (TOD by others) of all major capital projects Increase tax base by community 	Economic Development
		Create more ways for our riders to connect to transit by collaborating with local cities on station area planning to promote walkable mixed-use development both on and around DART property.	<ul style="list-style-type: none"> Number of station area planning activities that DART participates in during the year Sidewalk connections, bike facility connections, pedestrian safety improvements included in project planning and design. Walkscore or Walkability Index 	Service Planning, Capital Planning
COMMUNITY ENGAGEMENT	Be an active member of the community , creating connections that bring people together in the communities we serve.	Remain an active member of our service area communities by maintaining outreach throughout DART's service area, while increasing outreach events to previously under represented neighborhoods.	<ul style="list-style-type: none"> Number of events and people reached annually (overall) Number of events and people reached per service area, corridor, or community 	External Relations
		Create connections to major community events by providing riders convenient access on DART services.	Ridership by mode per major community event (example: sports events, State Fair, etc.)	Marketing/ Communications
SAFETY & SECURITY	Improve customers' sense of safety and security at facilities and on vehicles through improved awareness, enhanced design features, and increased visibility.	Keep our riders safe by maintaining security incident rates equal to or better than that of the communities in which we operate.	Incident rate by community	DART Police
			Percentage of customers reporting they feel safe riding DART	Marketing/ Communications

OUR AGENCY

FOCUS AREA	GOAL STATEMENT	TARGET	METRIC	LEAD DEPT.
DIVERSITY & INCLUSION	Create an inclusive culture that welcomes the diverse qualities of all employees, and support efforts to attract and retain an innovative and skilled workforce.	DART is proud to serve our diverse communities. To promote an inclusive culture , staff at all levels should represent the demographics of the population we serve.	<ul style="list-style-type: none"> Diversity statistics agency-wide as compared to benchmarked demographics of the population DART serves. Diversity statistics by career level as compared to benchmarked demographics of the population DART serves. 	Human Capital, Employee & Labor Relations
		Increase outreach to inclusive organizations to attract diverse talent to join our workforce.	<ul style="list-style-type: none"> Outreach to organizations to find diverse candidates (number of orgs or frequency of outreach) Recruitment data Number of diverse candidates hired in the last year as percentage of current total employees 	Human Capital, Employee & Labor Relations
EMPLOYEE ENGAGEMENT	Engage our people in collaborative programs to encourage professional development, recognize talent, and promote employee health and financial wellness.	Establish DART as an employer of choice by actively engaging our people to build pride in the Agency and improve recruiting and retention.	<ul style="list-style-type: none"> Develop/re-launch of employee engagement survey (future years report engagement score) Maintain employee turnover below transit industry average 	Human Capital
		Support the professional development of all DART employees through a variety of programs that provide opportunities for growth.	Check HC monthly statistics report for career ladder/promotion metric (percent of open positions)	Human Capital
FINANCIAL STRENGTH	Be good stewards of public funds through responsible financial planning and investing in services, programs, and projects that deliver sustainable value to the community.	DART will responsibly manage its finances and operate services efficiently to maintain a balanced budget and a favorable debt ratio.	<ul style="list-style-type: none"> Internal Ratio (at 1 or better) (balanced budget requirement) External Ratio (at 2 or better) (debt) Subsidy per passenger by mode 	Finance
OCCUPATIONAL SAFETY	Promote a “ safety-first ” culture where all employees proactively collaborate to prevent accidents and injuries throughout the agency.	Help our riders and employees get home safely each day by striving for zero accidents and injuries.	For LRT: <ul style="list-style-type: none"> Train collisions per 100,000 miles operated Passenger accidents per 1,000,000 passengers carried For Bus: <ul style="list-style-type: none"> Collisions per 100,000 miles operated Passenger accidents per 1,000,000 passengers carried For TRE: <ul style="list-style-type: none"> TRE collisions (both rail and passenger) 	Safety
		Develop and implement a robust Safety Management System to instill a “ safety-first ” culture supported by senior leadership and build on individual accountability.	SMS performance measures (TBD when SMS is developed)	Safety
OPERATIONAL RESILIENCY	Collaborate on plans and improvements that lead to more secure, reliable, and resilient systems, operations, and vehicles that benefit both agency and customers.	To maintain a resilient and secure technology network that enables access to our systems at all times for our employees and customers, DART will ensure there is zero network downtime.	Amount of network uptime vs. downtime	Technology
		To enhance the reliability of our transit system, DART aims to reduce the mean distance between service calls for buses and light rail vehicles.	<ul style="list-style-type: none"> Mean distance between service calls (LRT) Mean distance between service calls (Bus) 	Maintenance

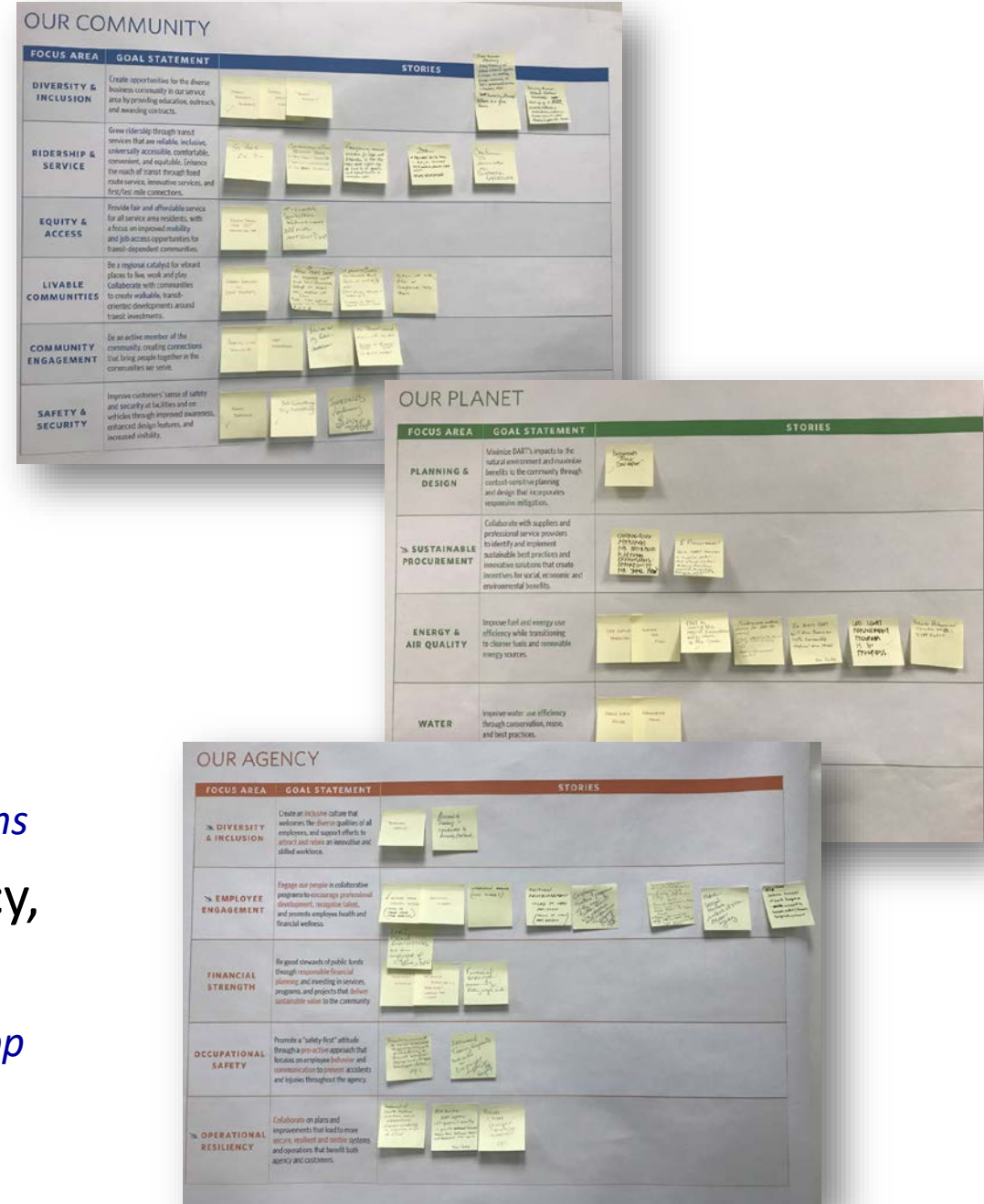
OUR PLANET

FOCUS AREA	GOAL STATEMENT	TARGET	METRIC	LEAD DEPT.
PLANNING & DESIGN	Minimize DART's impacts to the natural environment and maximize benefits to the community through context-sensitive planning and design that incorporates responsive mitigation .	Demonstrate our commitment to reduce environmental and community impacts through responsive mitigation , planning, and design.	Total mitigation implemented for capital projects during the fiscal year, organized by category (ft. of noise wall, acres of wetland, etc.)	Capital Planning
		Incorporate sustainable design principles into technical specifications that allow for context-sensitive planning and design opportunities on all of our projects.	List of technical specifications that have been reviewed and sustainability language added	Design & Construction
SUSTAINABLE PROCUREMENT	Collaborate with suppliers and professional service providers to identify and implement sustainable best practices and innovative solutions that create incentives for social, economic and environmental benefits.	Develop a sustainable procurement policy that encourages best practices for how suppliers can help reduce energy, water, and waste across the agency.	Formalize a policy via executive order (administrative, business practice focus)	Procurement Design & Construction
		Implement pilot programs that encourage innovative solutions for the environment, our community, helping DART be good stewards of public funds.	Track and report programs that significantly improve sustainability performance in planning or operations	Procurement Design & Construction
ENERGY & AIR QUALITY	Improve fuel and energy use efficiency while transitioning to cleaner fuels and renewable energy sources.	To improve regional air quality and improve fuel and energy use efficiency , DART will continue transitioning our fleet to use cleaner fuels.	Fuel use - diesel (gallons), per bus VMT*	Operations
			Fuel use - CNG (gallons equivalent) per bus VMT*	Operations
			Electricity use - light rail and vehicle fleet*	Operations
			Electricity use - facilities*	Operations
			GHG emissions and percent reduction - metric tons*	Operations
		Criteria air pollutants - metric tons*	Operations	
		DART will continue to support regional growth of renewable energy through power purchase requirements for light rail.	Renewable energy credits purchased (<i>based on energy contract requirements</i>); Renewable natural gas purchased (if applicable); transition to RNG as available	Operations
WATER	Improve water use efficiency through conservation, reuse, and best practices.	Recognizing that water is an increasingly scarce resource in Texas, DART will implement xeriscaping and native landscaping to minimize irrigation, improve efficiency , and reduce water use at DART stations.	Water use* - gallons (facilities and landscaping per sq ft)	Ways, Structures, and Amenities (WSA)
			List of DART stations where xeriscaping and native landscaping has been implemented	Operations
WASTE	Minimize waste through durable design, preventative maintenance, material recovery, and business practices.	To reduce waste sent to landfills, DART will implement recycling programs to achieve a landfill avoidance rate of 90% or greater.	<ul style="list-style-type: none"> Recycling diversion rate - percentage of total waste* Recycling data by material type by facility (antifreeze % recycled, oil, batteries 100% recycled, office waste) 	Maintenance

Workshop #2

Stories

- What are you proud of and want to share?
- Different story options
 - Focus on a particular metric
 - *Increased MWDBE contracts by 30% in FY18*
 - Highlight major milestones
 - *Met water use reduction target by implementing new landscaping guidelines at all light rail stations*
 - Share information about a program, policy, or activity
 - *Launched new features for the Say Something app*



Two Products

Internal

DART Sustainability Plan

- Communicate new sustainability vision, framework, and measurable goals
- Demonstrate leadership commitment
- Demonstrate connection to DART's mission and strategic plan
- Document the collaborative process that informed sustainability framework

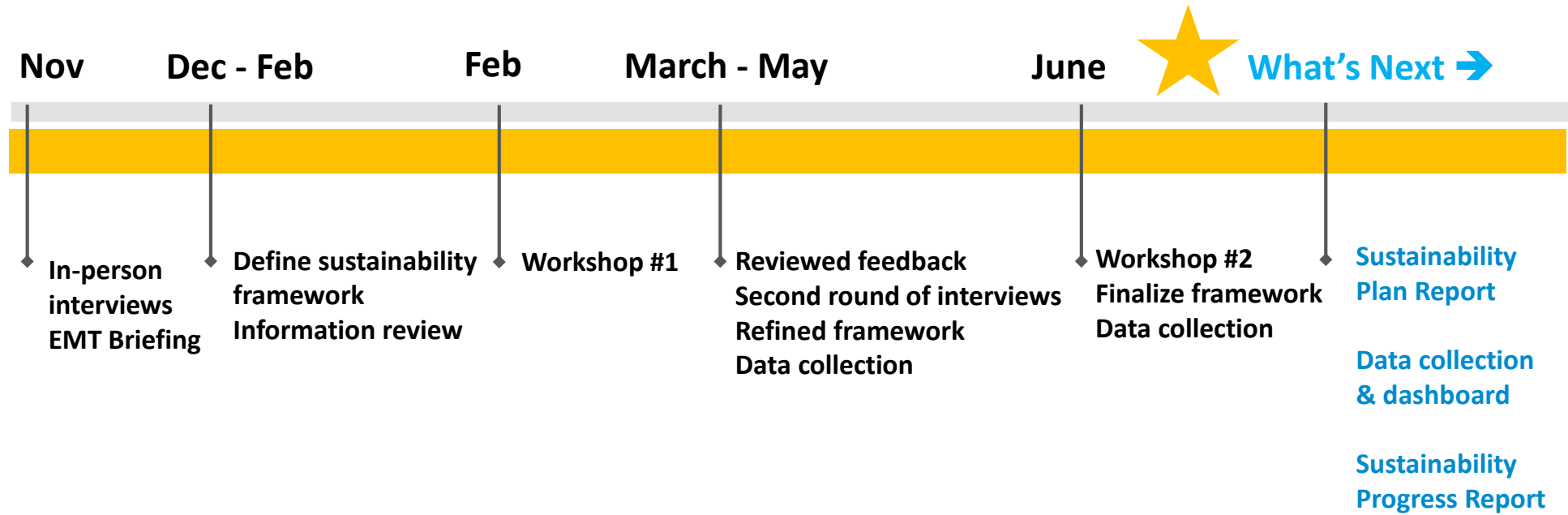
External

DART Sustainability Progress Report

- Document progress made on sustainability goals, initiatives, and programs during the fiscal year
- Share goals, targets, and metrics
- Report the data
- Discuss trends
- Tell our story



What's Next



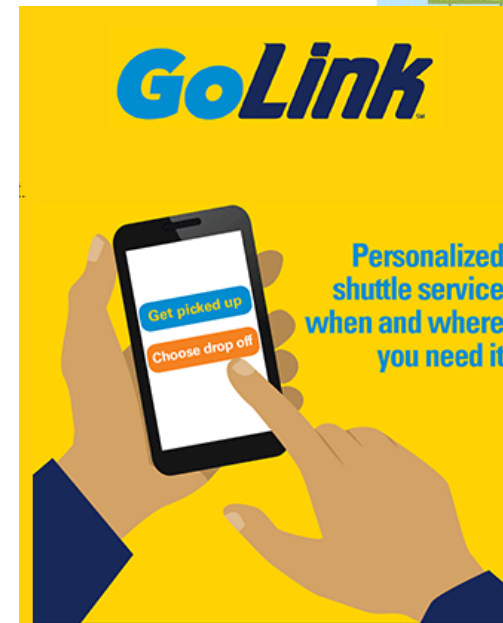
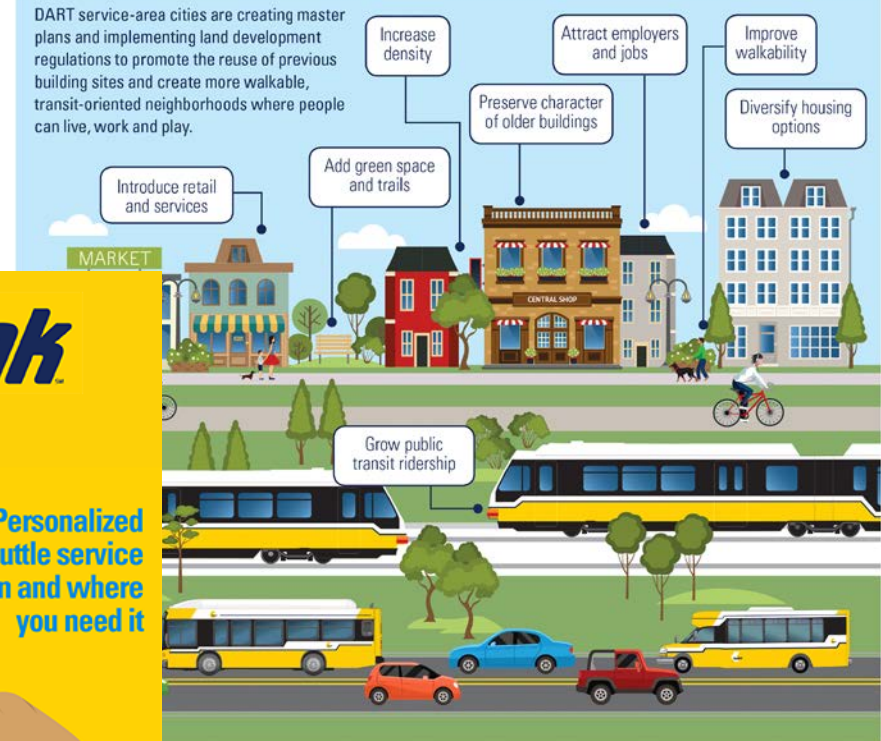
Messaging

- Messaging is being discussed now
- DART rebranding effort
- Social media
- Replace or supplement current publications
- At facilities and on vehicles

Rail Drives Reinvestment

Cities reimagine
DART station areas

DART service-area cities are creating master plans and implementing land development regulations to promote the reuse of previous building sites and create more walkable, transit-oriented neighborhoods where people can live, work and play.



DART's natural gas fueling investment will recognize savings of approximately **\$120 million** over the next ten years.



DART: A Safe Place to Get Help

FOR YOUTH...SOMEPLACE TO GO. SOMEONE TO HELP.





let's go.



DART.org